



# Challenges of Starting a Lessons Learned Program

Presented by Howard J. Gordon
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BNFL Inc.
October 24, 2002
SELLS Fall Conference





### What Will Be Covered

- Developing a lessons learned database.
- Developing a lessons learned program.
- Status of the program a year later.
- Required milestones to success.





# Lessons Learned Are Everywhere!

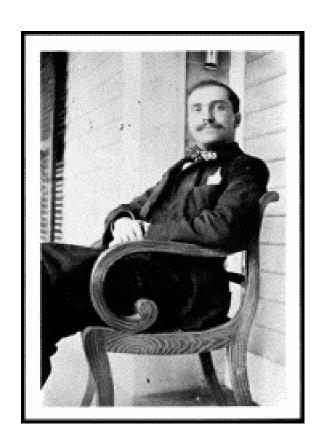
In our Personal
And
Professional Life





# "Those who cannot remember the past are condemned to repeat it." George Santayana (1863 - 1952)

- American philosopher
- Poet
- Novelist
- Literary and cultural critic







### Knowledge Management, Operational Experience Feedback, Learning From Experience or Lessons Learned

Is a principal component of an organizational culture committed to continuous improvement.







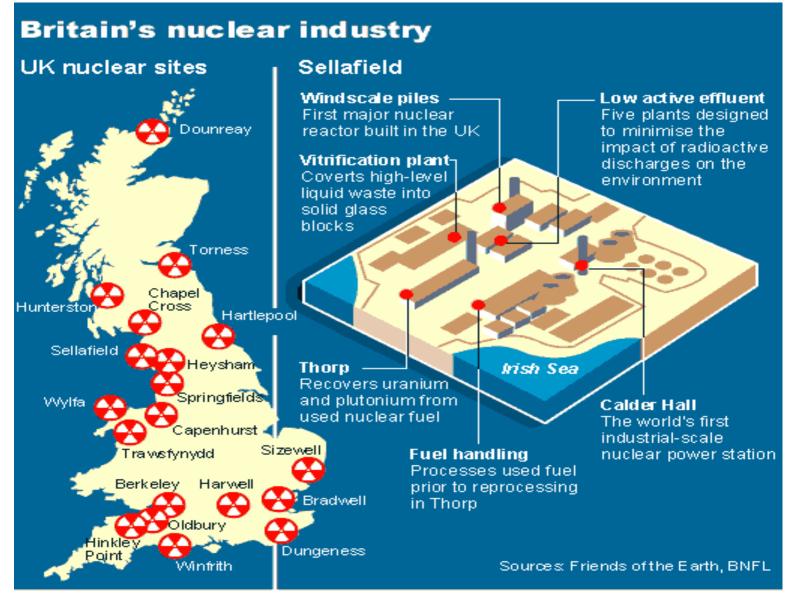
#### NASA's Definition of Lessons Learned



"Knowledge or understanding gained by experience. The experience may be positive or negative. A lesson must be significant in that it has real or assumed impact on operations; valid in that it is factually and technically correct; and applicable in that it identifies a specific design, process, or decision that reduces or limits the potential for failures and mishaps, or reinforces a positive result."











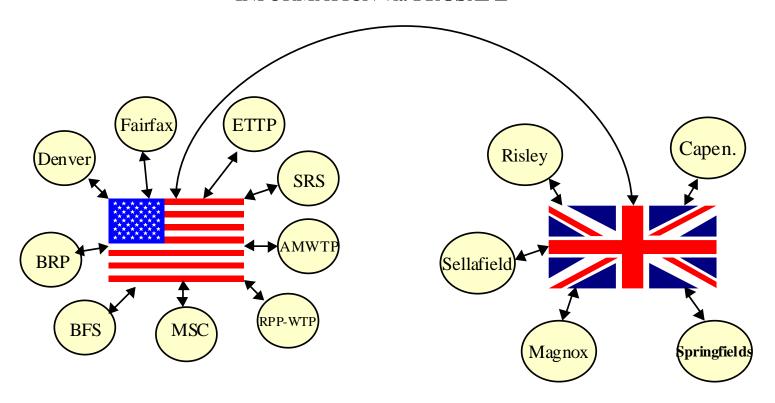
# Health & Safety Executive HSE reducing risks - protecting people

"Lessons to be learned and experience from other UK and non-UK nuclear operations should be considered both during the investigation phase, and periodically to detect any patterns which could help identify causes."





b I SHARING OF INCIDENT/LESSONS LEARNED INFORMATION via **PROSAFE** 



**BNFL Inc.** 

**BNFL** plc





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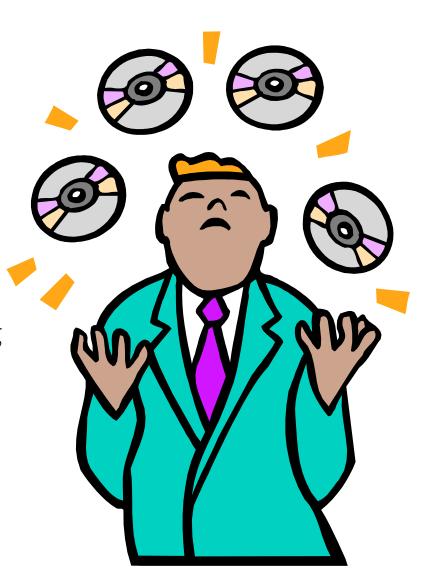
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#### **Search For Software:**

- Medical Case Management
- Risk Assessment
- Corrective Action Tracking
- Safety Related Incident Tracking







#### SYSTEM HAD TO BE

- WAN Functional
- Provide Multiple Site Access
- Handle Multiple Users
- Easily Managed
- Easily Modified













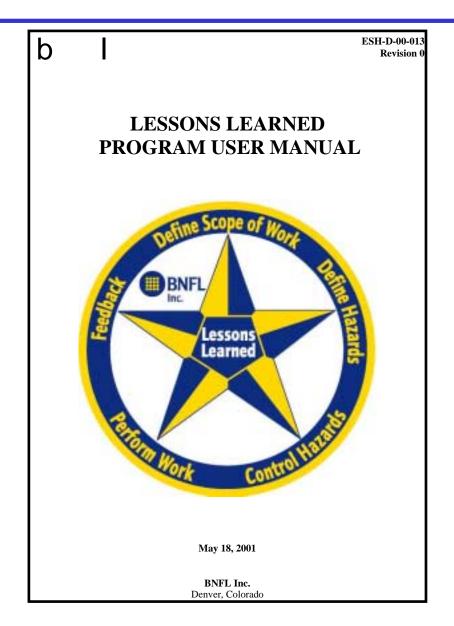
# BNFL Inc.

# Lessons Learned Website

















Version 3.4











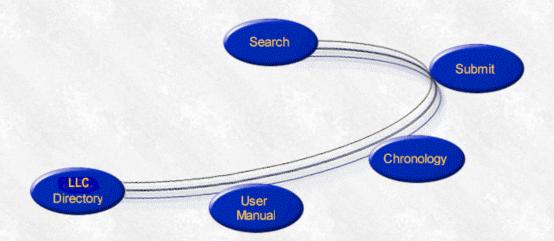


#### **Lessons Learned Program Database**



Welcome to the BNFL Inc. Lessons Learned Program Database (LL Database). The purpose of the Lessons Learned Program, of which the LL Database is a component, is to share and use information to: 1) promote the recurrence of desirable activities, and 2) preclude the recurrence of undesirable activities. The LL Database is designed to facilitate the sharing of information in a consistent manner across all BNFL Inc. and subsidiary operations. Finally, the use of lessons learned is a principal component of an organizational culture committed to continuous improvement.







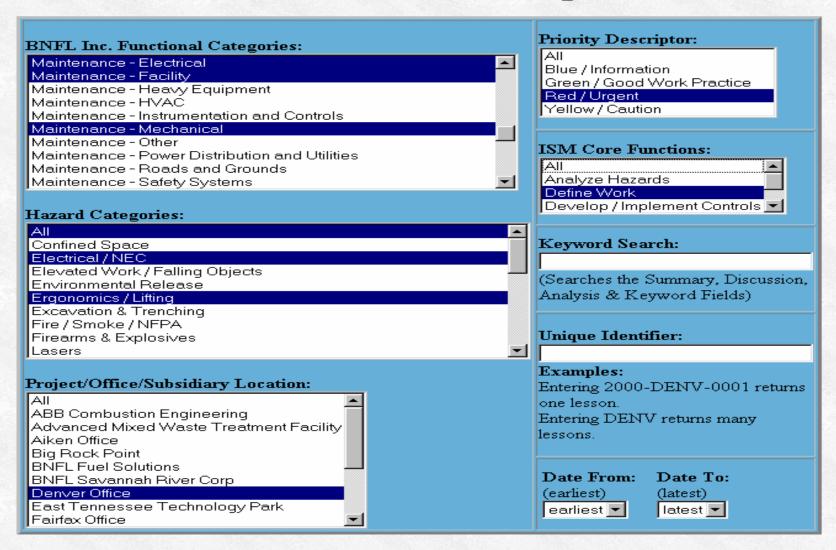








#### Criteria Search Page







#### BNFL Inc.



#### **Lessons Learned Program**

Identifier: SAMPLE 2000-DENV-0009

Date: 4/6/00

Title: Loss of Control of Radioactive Material

Summary: Improper transport of 8 sealed sources results in Loss of Control of Radioactive

Material. The 8 sealed sources were contained in two carrying cases which were stolen from a privately owned vehicle and discovered in the yard of a private residence

in Rio Rancho, New Mexico.

Identifier: SAMPLE 2000-BFSO-0002

Date: 4/5/00

Title: Suspect Vermiculite Hazards Identified

Summary: Hazard identification is one of the core functions of the Integrated Safety Management

System and encourages employees to have a questioning attitude. It was just this questioning attitude and attention to safety that allowed an employee to catch a

potential problem with a seemingly benign product.

Identifier: SAMPLE 2000-FAIR-0009

Date: 3/15/00

Title: Scaffolding Work Dislodged Contamination

Summary: Radioactive contamination beneath a walking surface can be knocked loose and made

airborne by banging on the floor with heavy objects. Unusual work activities in a normally benign environment can produce unexpected hazards. Planners should specify

precautions to prevent unnecessary worker exposure.







Information is displayed in Descending Chronological Order (i.e. Most Recent First).

All Lessons	2002	2001	2000	1999	1998	1997	
Red/Urgent	2002	2001	2000	1999	1998	1997	
Yellow/Caution	2002	2001	2000	1999	1998	1997	
Blue/Information	2002	2001	2000	1999	1998	1997	
Green/Good Work Practice	2002	2001	2000	1999	1998	1997	

Search the Database for Chronological Results





#### BNFL Inc.



#### Lessons Learned Program

#### **Authorized User Login**

Lessons Learned User Name	
Lessons Learned Password	

Submit a New Lesson

Edit an Existing Lesson

|| <u>Lessons Learned Home</u> | <u>Corporate ESH/QA Home</u> | <u>Search</u> | <u>Chronology</u>|| ||<u>LL User Manual</u> | <u>LLC Directory</u> | <u>DOE LL Home</u>||

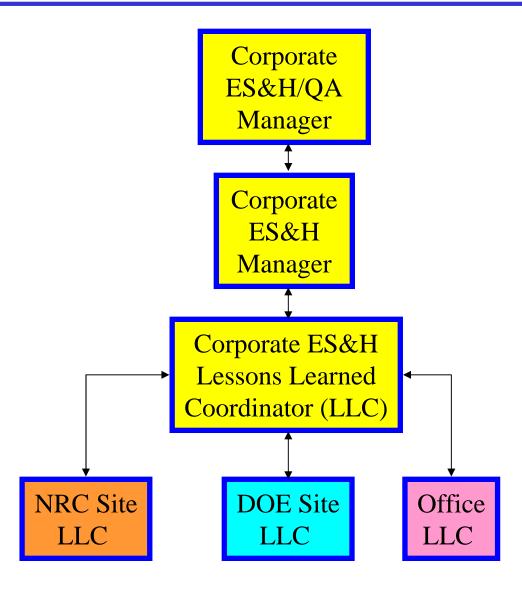




	BNFL Inc.
	Lessons Learned Program
	New Lesson Input Form
Posting Date:	25-Sep-00
Title:	
Unique Identifier:	
Date:	
Project/Office/Subsidiary Location:	ABB Combustion Engineering Advanced Mixed Waste Treatment Facility Aiken Office Big Rock Point BNFL Fuel Solutions
Lesson Learned Statement:	
Discussion:	

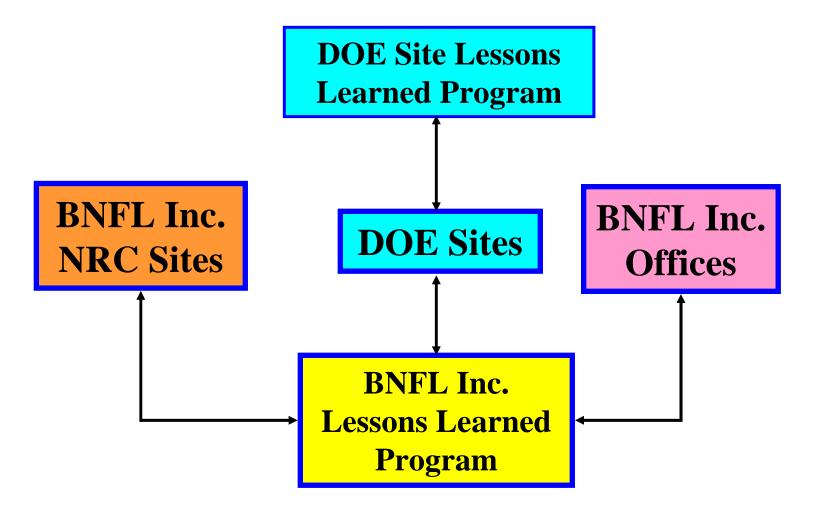
















#### **Cumulative Lessons Learned per Month**



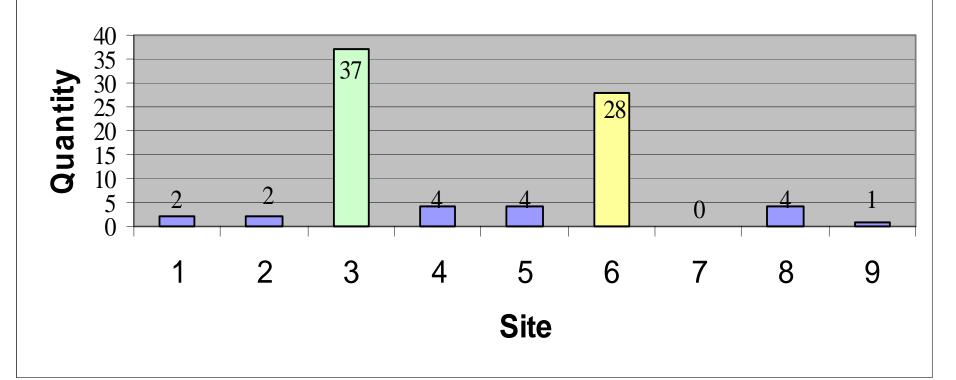




#### **Lessons Learned Generated Per Site**

Revised 10/3/02

Total = 82

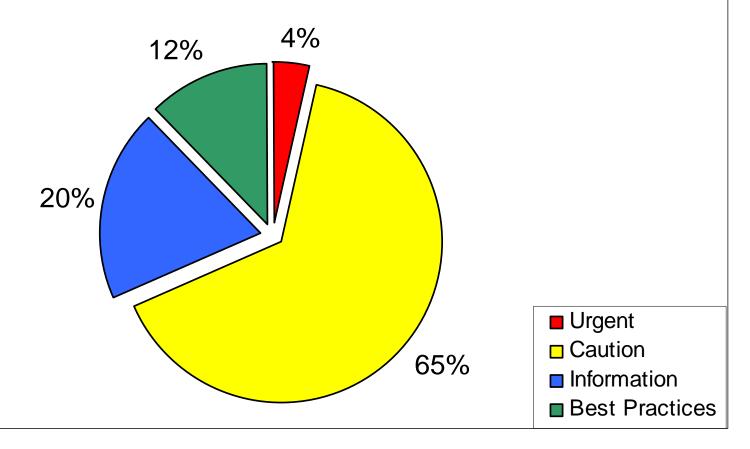






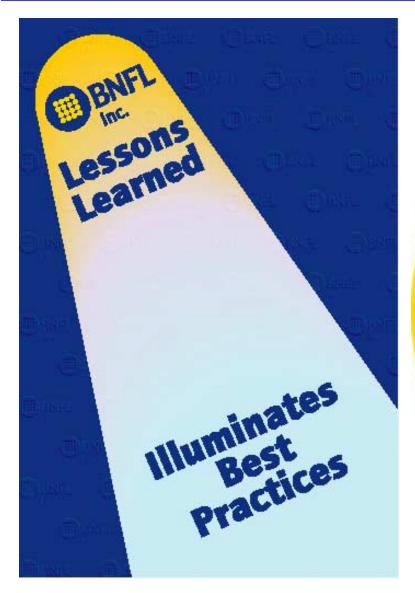
# Percent of Lessons Per Priority Descriptor for 82 Lessons

As of 10/3/02















#### **Current Status of Program Development**

- Documented senior management support.
- Established procedures and methods to use the program.
- Developed a method to store, retrieve and distribute lessons.
- Developed (SELLS) a user-friendly method to develop/integrate knowledge.
- Beginning to market program.
- Established program oversight and support.
- Continuing to assure quality in preparation and relevance of lessons.
- Developed metrics to monitor program.
- Will capture value of using lessons as program matures.